

## Appendix B

# Template for a Standing Operating Procedure

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### Standing Operating Procedures--Reconstitution

#### 1. GENERAL

a. Purpose. The reconstitution SOP prescribes guidance and assigns responsibilities for accomplishing reconstitution of attrited units. Details for a particular OPLAN are published in the body of the OPLAN as well as the service support annex of that plan or a separate service support plan.

b. Scope. The SOP applies to all elements of the command when performing reconstitution actions. Commanders modify it where necessary to fit the tactical situation.

c. Overview. Units should understand what reconstitution is and how it fits into the unit's overall operations. Reconstitution is defined as extraordinary actions that commanders plan for and implement to restore a unit to a desired level of combat effectiveness commensurate with mission requirements and availability of resources. It transcends normal day-to-day force sustainment actions. It may include removing the unit from combat, unit assessment, reestablishing the chain of command, and training the unit for future operations. Reconstitution is a total process with the major elements being reorganization, assessment, and regeneration, in that order. This SOP template concentrates on regeneration.

#### 2. COMMAND AND CONTROL

a. Organization. This part of the SOP covers the organizations involved in a regeneration at this command level. It should address the--

(1) Unit being regenerated--The SOP should cover the types of units this organization may be involved in regenerating.

(2) RTF--It should identify a generic structure for an RTF with significant differences for particular types of units the organization may regenerate.

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b. Internal Command. Internal command of the unit being regenerated remains with the unit whenever possible. The SOP should stipulate how the RTF determines if a viable chain of command exists. Assessment of the unit's internal chain of command includes the following:

(1) Percent fill of command positions (listing of key command positions versus casualties of same).

(2) Command assessment of percent fill required for combat effectiveness.

(3) Assessment of key NCO leadership positions.

c. External Command. If the unit is physically removed from its higher headquarters area of responsibility, the external command of the unit transfers to the next appropriate headquarters as identified in the SOP. Otherwise, command of the unit being regenerated remains with its own headquarters.

d. RTF. The SOP should clearly give the RTF control of the regeneration process including helping assess unit effectiveness, reestablishing command and control, receiving and issuing all required materiel, receiving and allocating all personnel, maintenance of equipment, and managing the unit's training.

### 3. ORDERS AND PLANS

a. Required Coverage. This part of the SOP covers the orders and plans that must address reconstitution operations. They include the OPLANs/OPORDs and the service support annexes to OPLANs/OPORDs or service support plans.

b. OPLANs/OPORDs. The SOP should require the OPLAN for a specific mission to include a concept for reconstitution. If planners anticipate regeneration, then the unit may draft a separate OPLAN to execute regeneration. The OPLAN includes a separate service support annex or service support plan. The plan is based on the following:

(1) Unit's current condition.

(2) Assigned mission.

(3) Expected casualties, equipment losses, and battlefield situations.

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- (4) Method of assessment.
- (5) Regeneration guidance provided by higher headquarters.
- (6) Availability of personnel and resources.
- (7) Unit training requirements.
- (8) Anticipated future missions.
- (9) NBC conditions.

The plan provides for the coordinated action required to carry out a regeneration operation based on the commander's decision. By continuing estimates, analyses, and studies within the overall planning process, planners change, refine, and keep current the regeneration plan. When it becomes time to conduct a regeneration operation, they transform the plan into an OPOD with the inclusion of any additional facts and the time for execution.

c. Service Support Plan. This paragraph gives planners guidance on how to go about writing the service support plan for a reconstitution operation. Planners use standard planning factors and formats from such sources as FM 101-10-1/2, when computing the CSS requirements. The SOP should also identify any available automated logistics programs which have been developed to help planners quickly and accurately calculate requirements for specific situations. The service support plan is based on the following guidance:

- (1) Projected strength of the unit.
- (2) Minimum/maximum time available.
- (3) Theater reserve stocks available.
- (4) Materiel and services support plan to include available HNS.
- (5) Road movement policy and military police support.
- (6) Reinforcement/replacement plan.

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- (7) Possible regeneration sites.
- (8) Medical evacuation and hospitalization plan.
- (9) CS and CSS available.

#### 4. COORDINATION OF REGENERATION OPERATIONS

a. General. This part of the SOP covers the elements involved in ensuring synchronization of the activities of all units participating in a regeneration. The elements include the decision, execution sequence, priorities, and responsibilities.

b. Decision. The commander and his staff decide whether, how, and how much to regenerate a unit. The SOP should designate the role of the staff and any subordinate units in providing input to the decision. In general, regeneration is carried out when a unit becomes combat ineffective for its mission. Planners may include indicators of combat effectiveness and status of C2 here or as an annex.

c. Execution Sequence. This paragraph gives units the basic steps they typically follow to perform regeneration. The units may conduct regeneration in three phases with an additional preparatory phase. A summary of the phases is as follows:

(1) Preparatory Phase. The staff prepares a draft reconstitution plan. This includes a proposed RTF (an annex gives guidance) and possible sites (another annex presents a checklist).

(2) Phase 1. The commander decides to regenerate the candidate unit, and the staff issues the plan as an OPORD. The advance party of the RTF deploys to and begins to establish the regeneration site. The RTF begins the assessment and development of requirements. The SOP includes an annex which gives a proposed composition of the advance party.

(3) Phase 2. The RTF main body arrives at the site and begins to reestablish command and control and the regeneration CSS functions.

(4) Phase 3. The RTF assists with training and carries out the combat effectiveness evaluation. Training considerations are in an annex of the SOP. The unit returns to operations, and the rear party of the RTF closes the site.

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cl. Priorities. The commander and his staff determine priorities based on the tactical situation. Priorities include the order in which regeneration will occur. The SOP also designates the priorities for types of support. The following is an example of a list of the priorities for supply:

- (1) Classes VII, III, and V.
- (2) Classes VIII and IX.
- (3) Classes II and I and water.
- (4) Other classes as required.

e. Responsibilities. Reconstitution decisions belong to the commander. Generic responsibilities are in Chapter 2 of the main text of this manual. SOPs should assign responsibilities to specific positions within the unit. These positions include personnel, operations, and logistics staff officers as well as specialist positions such as engineer, signal, MP, chemical, and civil affairs officers.

## 5. ELEMENTS OF THE REGENERATION PROCESS

a. General. This part of the SOP covers the major elements of the regeneration process including decontamination, assessment, reestablishing command and control, providing CSS, and training.

b. Decontamination. The SOP tells how contaminated units or parts of units are identified, segregated, and sent on different routes to the regeneration site. It also identifies what chemical units are responsible to decontaminate vehicles and other equipment. The unit being regenerated is responsible for personnel decontamination. The RTF may need to provide additional resources to support personnel decontamination due to unit attrition. Decontamination occurs before personnel and equipment enter the regeneration site.

c. Assessment. This section outlines the procedures the assessment element uses to assist the unit commander with a detailed analysis to determine losses and remaining capabilities. An annex of the SOP gives an assessment checklist. The assessment looks at the following five major categories:

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- (1) Command and control.
- (2) Personnel.
- (3) Equipment.
- (4) supply.
- (5) Training.

The assessment results, coordinated with the attrited unit commander, go to the directing headquarters which decides to conduct regeneration or to use required resources elsewhere.

d. Reestablishment of Command and Control. The SOP identifies personnel required so that an adequate command and control capability exists for the execution of a regeneration operation. Key personnel are identified to replace losses in command positions in the unit.

e. CSS Activities. This section details support procedures at the regeneration site. These include procedures for the request, storage, and issue and distribution of supplies; maintenance; personnel replacements; HSS; and all other services provided at the site. It includes the role of HNS. It also covers how the RTF will support the unit's move from a forward assembly area to the regeneration site.

f. Training. The SOP designates responsibilities for training the unit being regenerated as well as the elements to consider in developing the training program.

g. Reports. At the completion of the regeneration operation, the RTF submits a unit status report to its higher headquarters.

Annexes: The SOP includes the annexes required by the commander.

Some possibilities include:

- A. Indicators of Combat Effectiveness.
- B. Composition of RTF.
- C. Site Selection Checklist.
- D. Composition of RTF Advance Party.
- E. Training Considerations.
- F. Assessment Checklist.

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